



KATOSI WOMEN DEVELOPMENT TRUST

STRATEGIC PLAN

2022 – 2026

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Katosi Women Development Trust

Strategic Plan

2022 – 2026

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Executive Summary

Katosi Women Development Trust (KWDT) is a non-profit organization, with the aim to improve living standards of the poor, rural fisher communities in Uganda by supporting women to engage in their development processes. KWDT has been working with rural and fisher women for more than twenty years. KWDT has been instrumental in creating change in the lives of the rural women in Mukono, Uganda.

In December 2019, Katosi embarked on a journey to develop a new strategic plan. The process involved organizational capacity assessment, review of KWDT strategic plan, stakeholder survey, context, SWOT and stakeholder analysis, conducting a strategic planning workshop and finally developing the strategic plan document.

Through the lessons learned from this comprehensive strategic planning process, there was need to improve and strengthen the implementation of our interventions while simultaneously maintaining an effective monitoring and evaluation system.

This will sharpen KWDT's focus, deepen our impact, and clarify our values and practices so that we are best prepared to fulfil our mission and goals better with a new and improved strategic plan. KWDT has economic empowerment, water, sanitation and hygiene, education and environment as key priority areas of intervention. KWDT was also able to learn and adapt to the ever-changing environment by including health, gender, disability and youth as areas for mainstreaming into our programmes. These key priority areas are crucial to achieving our

Vision:

“Empowered women and youth with healthy and productive livelihoods in a sustainable environment”

Mission:

“Enabling women and female youth in rural and fisher communities to effectively engage in their social, economic and political development for sustainable livelihoods”.

KWDT's strategic approach organizes all our development initiatives and staff efforts towards achieving the desired outcomes we envisage for the women we work with in the various thematic areas. Additionally, KWDT's participatory approach; using women's groups as the entry points of all our interventions while coherently skilling and uplifting the women has proved to be valuable and remains the core of the new strategic plan.

KWDT's 2022-2026 strategic plan outlines the operational steps intended to implement our development initiatives to produce outcomes focused on improved service delivery for our beneficiaries and strengthened KWDT institutional capacities. . At the end of the five-year plan, through implementation of the key activities as described in the strategic framework KWDT is convinced to make progress towards fulfilling our vision and mission.

Foreword



Dr. Harriet Najjemba
Mutyaba
Board Chairperson



Margaret Nakato
Coordinator

We are delighted to present to you the Katosi Women Development Trust (KWDT) Strategic Plan 2022-2026 that outlines the vision, mission and strategic goals we have identified to support KWDT's realization and fulfilment of its mandate. KWDT envisages that this strategic plan will provide a strategic direction for the implementation of KWDT's programs and support KWDT with both the implementation framework and mechanisms. The strategic plan will aid decision making in setting organizational priorities and enable KWDT to communicate priority areas of interventions to its partners including the state. This strategic plan will guide KWDT staff and partners in collaborating towards achieving similar goals.

KWDT used a participatory approach in the development of this Strategic plan. This process commenced with organisational capacity assessment that identified the emergent need for a strategic plan. It was followed by reviewing the implementation of the old strategic plan, stakeholder survey, context analysis, SWOT and stakeholder analysis processes that engaged various stakeholders. State actors, private sector, women representatives and civil society organizations, KWDT staff and board members were instrumental in providing feedback in the process that was consultative in formulating and compiling the new strategic framework and approaches for KWDT 2022-2026.

The Strategic Planning process has given KWDT the opportunity to take stock of the past successes and failures. The process

has enabled KWDT to review its vision and develop strategies that will enable KWDT remain an active participant and driver of intellectual, social and economic changes.

KWDT identified five core strategic priority areas; economic empowerment, WASH, Education, Environment and institutional development with, health, gender, disability and youth as priority areas for mainstreaming. KWDT will continue to use its participatory approaches that engage beneficiaries and stakeholders on all the five thematic areas to enable us create, disseminate and exchange knowledge.

On behalf of KWDT we take this opportunity to thank all the stakeholders for sharing your knowledge and expertise through all the consultation processes and taking an interest in the future of KWDT. KWDT would like to thank, in particular, the European Union and German government for the financial support through the Civil Society in Uganda Support Programme (CUSP) which is implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the GIZ CUSP Advisors for their guiding role and technical facilitation of the process.

KWDT would also like to thank its talented staff, beneficiaries, experts, friends, and supporters for their immense contribution in developing this strategic plan. The milestones KWDT aspires to accomplish will in time translate into sustainable results that we shall all be proud of. By investing in the future of KWDT, we are all investing to build a better future for our communities and Uganda at large.

The Future in Our Hands!

Dr. Harriet Najjemba Mutyaba
Board Chairperson

Margaret Nakato
Coordinator

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Background and Introduction

3.1 Background to KWDT

Katosi Women Development Trust (KWDT) is a non-profit organization, that aims to improve living standards of the poor, rural fisher communities in Uganda by supporting women to engage in their development processes. KWDT has been working with rural and fisher women for the last 25 years, gradually increasing both the number of women groups as well its geographical scope and areas of intervention. KWDT is registered with the Uganda NGO Bureau; Reg 5761.

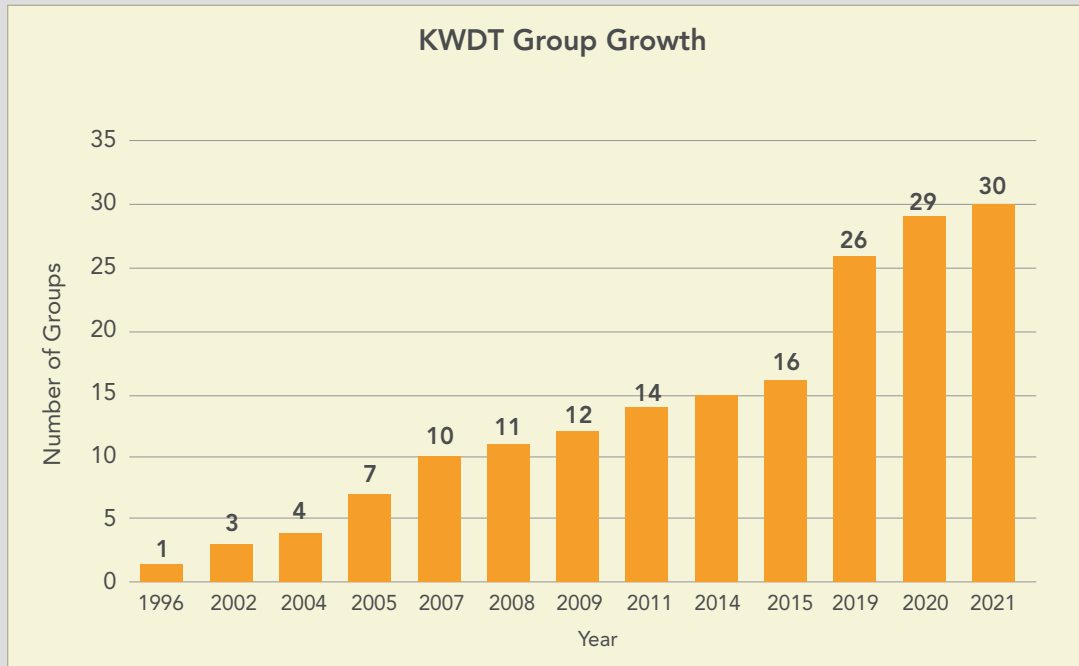
History of KWDT

KWDT evolved out of the success of Katosi Women Fishing & Development Association (KWFDA). KWFDA started as Katosi Women Fishing Group (KWFG) with 26 women in

1996 in a semi traditional society that placed control of resources and power in the hands of men exacerbating the marginalisation of women and children. Therefore, Katosi Women Fishing Group aimed at supporting women to enter the lucrative male dominated fishing sector. Besides supporting women to participate in fishing activities, the group started to engage women in the removal of the hyacinth, an invasive water weed, from Lake Victoria. The ban on fishing in 2000, due to the use of poison in fishing, prompted KWFG to support women to diversify and engage in other economic activities such as farming and rearing livestock. When the group started to engage in other non-fishing activities, a decision was made to change its name from Katosi Women Fishing Group (KWFG) to Katosi Women Fishing and Development Association (KWFDA).

Community members were inspired by the development and progress in the households of the 48 KWFDA members and by 2004 other women opted to form groups to join KWFDA prompting the formation of Katosi Women Development Trust (KWDT) to coordinate all these women groups. Initially, four (4) women groups came together to form KWDT to equitably share resources, skills and knowledge for their development.

Since then, KWDT has registered significant growth in the number of women groups formed and organised under KWDT.



Target Beneficiaries

The target beneficiaries of KWDT's interventions are women organised in groups. KWDT recognises women as the entry points of development, especially in rural and fisher communities but they face challenges that prohibit their engagement in development initiatives. Majority of these women lack formal education to compete for formal employment. Most of them derive their livelihoods from agriculture, fisheries and Micro business that are highly susceptible to climatic changes and price fluctuations thus threatening their sources of livelihood. Social injustices propagated

by social cultural norms, deny women equal access to opportunities, land, assets and mute their voices in shaping decisions.

Currently, KWDT is coordinating 690 women organized in 30 groups from 4 sub counties and 2 town councils in Mukono. KWDT is also working with over 350 fisher women organised in 14 groups, who are not yet members of KWDT, from 14 landing sites in Buikwe, Buvuma, Wakiso and Kalangala districts. The expansion of KWDT into 4 districts with 2 islands and in programming, was to meet the growing need of women in fishing communities.

Evolution of KWDT thematic areas of intervention

Economic Empowerment

KWDT interventions with women in rural and fisher communities commenced in 1996 with focus on economic empowerment through engagement in fisheries. The income from the flourishing sector enabled KWDT to start a micro credit scheme in 1998. The ban on fishing in early 2000 prompted diversification of income generating activities to include agriculture and livestock rearing.

The economic empowerment program aimed to increase women's access and governance of productive resources. This has increased women's engagement in economic activities, created and increased incomes and contributed to food security. Support to women to engage in fishing, livestock rearing and farming is complimented with access to credit to support rural enterprises, training and skilling in food processing.





Water Access, Sanitation and Hygiene (WASH)

The massive invasion of the water hyacinth on the lake denied fisher communities a source of clean safe water as the sandy landing sites turned into soggy grounds and breeding places for snails. Coupled with low access to sanitation, where effluents of poorly dug latrines were released into the lake, it was clear for everyone that the water from the lake was not fit for domestic use. Majority resorted to open water sources but still lacked proper sanitation facilities. In 2003, KWDT launched a water, sanitation and hygiene (WASH) program to increase access to water and sanitation complimented with trainings to improve on hygiene. Equipped with knowledge on WASH, the women groups demanded KWDT to extend WASH interventions to schools.

KWDT supports women to increase their access to water, sanitation and to improve hygiene at household and communities. Women play leading roles in decision making on access to WASH, construction, supervision, monitoring and evaluation. Construction of water sources and sanitation facilities in households and communal places has increased access to clean safe water and sanitation. Complimented with training and improvement in self-governance have contributed to improvement in functionality of WASH facilities. Women's roles in WASH governance have elevated women self-esteem and transformed gender roles as women take on construction work traditionally ascribed to the male gender.

HIV/ AIDs

The increasing prevalence of HIV/AIDs among members of KWDT prompted KWDT to create awareness on HIV/ AIDs to members and communities with information on counselling, testing, preventive approaches and medication. This was later expanded to include reproductive and maternal health. This has improved health and contributed to the wellbeing of rural women. With the emergence of Hepatitis, KWDT created awareness on the disease, mobilized communities for testing and immunization.

Environment



Engaging women in removal of the water hyacinth; the evasive water weed in 2005 and promotion of use of energy saving stoves, motivated women to engage in activities to contribute to conservation and restoration of the environment.

Environment as a focus area engages women in land, water and forests conservation approaches and promotion of renewable energy technologies. The interventions have built women's resilience to climatic change and built their capacity to contribute to mitigation of climate change.

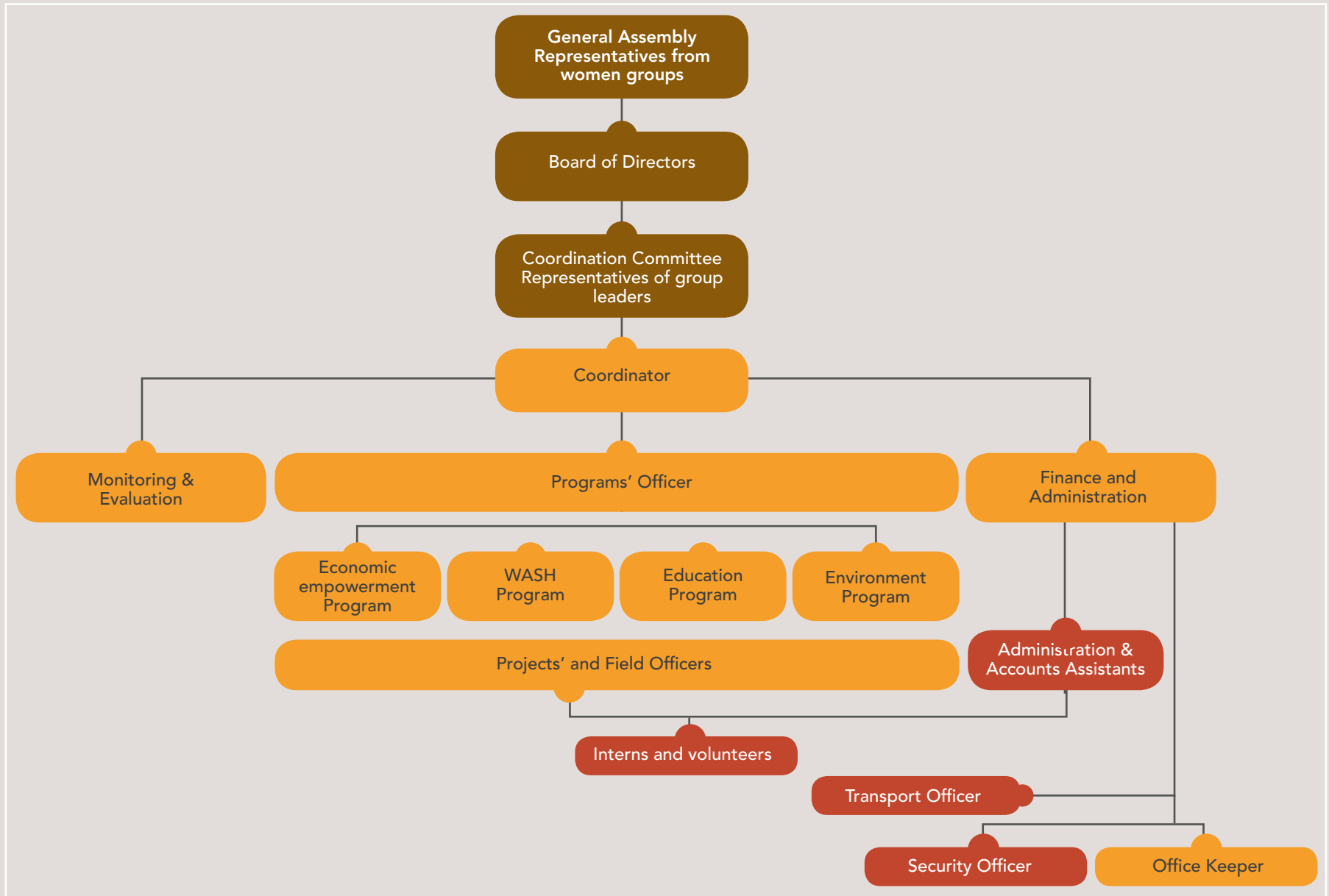
Education

Knowledge empowerment and skilling of women in diverse areas enabled them take on new roles and responsibilities and adapt to new knowledge and practices to ensure transformation of the women's livelihoods. KWDT's previous interventions on WASH in schools exposed the poor quality of infrastructure in schools. The corresponding demand from women groups to intervene on infrastructure development, commenced our work on improvement of access to quality primary education. Through support to formal education KWDT has contributed to the development of primary school infrastructure by constructing classrooms and WASH facilities in rural fisher communities. This has improved access to quality primary education and retention of pupils in schools. Non formal education incorporates a number of interactive learning and knowledge sharing methodologies to allow the women to adapt to their present realities.

All these continue to be main thematic areas of KWDT interventions.



KWDT Organisational Structure



KWDT has a four-tier organisation structure that includes the general assembly, board of directors, coordination committee and the secretariate headed by the coordinator.

The General Assembly is the supreme organ of KWDT. It consists of 2 representatives from each group and is held annually to determine changes or policy issues. The Board of Directors, the executive authority of the organization, supervises the performance of the secretariat. The board consists of 5 members and meets twice a year.

The coordination committee (CC) is the implementing arm of KWDT. The CC is made up of two group leaders from each of the women groups and sits quarterly to plan for activities to be implemented by KWDT. Their roles and responsibilities include the development of new project

ideas, work plans and ensuring that new rules and regulations are developed and implemented by the groups. The group leaders oversee the implementation of decisions made during the coordination committee meetings amongst the group members and always lead consultations on emerging issues through group leaders. Decisions from the coordination committee inform the Secretariate and Board of Directors' decision-making processes.

At the group level, four group leaders engage their members in decision making, allocation of productive resources, access to WASH facilities, skills development and implementation of activities. The groups are collectively responsible for the behaviour of any of their members. For instance, if one of them fails to fulfil their obligations the group is responsible and accountable

for the outcomes. To effectively implement group activities, different committees in line with the KWDT thematic areas of intervention are established in each group e.g.; Loans Committee, WASH committee, Women Advocacy Committee (WAC).

KWDT has an established secretariat headed by the Coordinator in Kampala with a field office that is currently under construction at Katutu, Katosi road in Mukono. The secretariat is supported by a pool of skilled personnel with diverse expertise to support the implementation of activities under the thematic areas. The team is supported by one to two national and international volunteers and interns every year. The secretariat offers technical support to the women group leaders to ensure effective implementation of the projects in line with the organization objectives.

Our networks

KWDT continues to participate and subscribe to diverse networks that inform KWDT's interventions. KWDT recognises that joining networks, coalitions, alliances, and establishing partnerships is key to achieving common objectives. These relations have broadened KWDT's understanding of pertinent issues in the respective thematic areas to transform the livelihoods of women and fisher communities. Through these relations KWDT has informed and influenced policy changes at national and international level with like-minded organisations.

Currently, KWDT is an active member of following networks:

Scope	Network	Mandate	Role of KWDT	Member since
International	World Forum of Fish harvesters and fish workers (WFF),	Networking small scale fisheries organisation	Member	2004
	Women for Water Partnership (WfWP) The Netherlands	A partnership of women's organization and networks to unite women leadership in water and sanitation	Member	2008
	Gender Water Alliance (GWA	Promote women and men's equitable access to and management of safe water	Member	2009
National	Uganda Water and Sanitation NGO Network (UWASNET).	National coordination of CSOs including social enterprises, development programs, private sector and NGOs on water and environment.	Member and chair the working group of WASH for women, children and vulnerable people.	2002
	Uganda Rainwater Association	To network organisations in rain water harvesting	Member	2006
	Mukono District Ngo Forum	To build and enhance sustainable networking mechanism of CSO in Mukono	Member	2013
	Uganda National NGO Forum (UNNGOF)	Provide a sharing and reflection platform for NGOs in Uganda	Member and representing district NGOs on the board	2011
	Uganda National Women's Fish Organisation	To network national women's organisation in fisheries and aquaculture	Member and Coordinator central region	2019
	Women of Uganda Network (WOUGNET)	To develop use of information and communication technologies (ICTs) among women as tools to share information and address issues collectively	Member	2020

3.2 Description of Strategic Planning Process

The planning process for the 2022-2026 strategic plan has been consultative and participatory. It involved a series of steps that included;

- 1 Organisational capacity Assessment
- 2 Review of KWDT strategic Plan
- 3 Stakeholder Survey
- 4 Context Analysis
- 5 SWOT and stakeholder analysis
- 6 Strategic planning workshop
- 7 Developing/drafting of Strategic Plan document

The process started by engaging KWDT staff in Organisation Capacity Assessment (OCA) which revealed the need to review and update the KWDT strategic plan. This was followed by engagement of KWDT staff and a representative from the board to review the old strategic plan. The stakeholder survey engaged women groups' members, community members, key informants

and local leaders in a stakeholder survey through interviews and focus group discussions. The process also engaged KWDT women members in the collection of data. The context analysis engaged experts from key sectors like fisheries, agriculture, WASH, education, health, environment, human rights and gender. Experts that volunteered their time to inform our context analysis were drawn from community, Government, non-governmental organisation and professional consultants including GIZ CUSP Advisors. In a workshop, KWDT staff and 2 representatives from the board brainstormed on strengths, weaknesses, opportunities and threats (SWOT) of the organisation while the stakeholder analysis identified KWDT stakeholders' power and influence on the organisation. This was followed by a 3-day strategic planning workshop that brought together KWDT Board and staff to review results from the situational analysis. The workshop enabled KWDT to synthesize the outcomes into programs suitable to achieve the desired vision. Finally, a task force team constituting of KWDT and GIZ CUSP Advisors was formed to compile and review all the collected data to develop the new strategic plan. This Strategic plan was validated by the women group leaders, Board members and finally approved for implementation by the General Assembly of KWDT.

3.3 Effects of COVID on Strategic Planning Process

The process of developing the strategic plan was intended to be through physical interactive platforms to ensure participation of all staff members and stakeholders in physical meetings. The emergence of COVID-19 placed limitations on the numbers of stakeholders and staff that would engage in the process and also affected the modes of interactions as many advisory processes were conducted both online and offline.

To observe SOPs set out by the Ministry of Health Uganda, KWDT divided participants into smaller groups of 10 -20 people rather than one joint meeting. Therefore, 24 workshops were conducted consulting 242 stakeholders. This was expensive because venues had to be hired for the small meetings and was labour intensive for the staff who had to facilitate these meetings. Online meetings were challenged by poor network and access to the appropriate technologies. Despite these challenges, KWDT managed to engage all relevant stakeholders and involved staff members in physical meetings whenever the lock down was eased. In addition, the team learnt how to effectively use IT to hold online meetings and co-create documents thus enabling teamwork despite geographical distance.

4

Situational Analysis



The situational analysis has adequately informed KWDT on areas of improvement and unaddressed needs to ensure that KWDT serves and meets the needs of the communities and positions itself to harness its strengths and opportunities to deliver on its mandate. The review of the old strategic plan, feedback from the stakeholder survey, results of the context analysis on thematic areas, analysis of KWDT's internal strength, weaknesses and external opportunities and threats (SWOT) together with the stakeholder analysis have informed KWDT's strategic direction and approaches for the next five years. Below are key highlights from the situational analysis.

4.1 Review of KWDT previous Strategic Plan

1) General Lessons Learnt

- KWDT's strategy to form women groups and maintain their memberships has proven to be a success in mobilizing for development. KWDT will continue to apply the same strategy to form and maintain women groups in the next five years with modification if needed.
- The Economic empowerment, Water, sanitation and hygiene (WASH) Programs have grown with an increase in the number of women engaged in economic activities and with access to water at households. KWDT needs to put a lot of focus on resource mobilisation for education, environment and health thematic areas that remain underfunded.
- Addressing human rights violation through knowledge empowerment is needed to sustain women's engagement in economic activities, promote access to WASH, health and education.
- Improving on monitoring and evaluation of all programs including establishing a frequency model for monitoring quality of masons and technicians, committees, groups for learning and decision-making purposes. In addition, KWDT will identify and document innovative practices in all its programmatic areas.

2) Key lessons from specific thematic areas.

The key lessons from the review of the five thematic areas, economic empowerment, WASH, Health, Education and Environment included:

Key Lessons from specific thematic areas	
Economic Empowerment	<p>There is need to;</p> <ul style="list-style-type: none"> ● Strengthen women and female youth engagement in economic activities, it is crucial to establish and apply a cooperative marketing strategy and improve post-harvest handling and storage. ● Improve efficiency in production and processing by introducing appropriate technologies and employ youth in processing. ● Increase the sustenance of economic activities through business development skilling.
WASH	<p>There is need to;</p> <ul style="list-style-type: none"> ● Establish a functional monitoring structure to ensure functionality of WASH facilities and records keeping. ● Ensure compliancy to WASH rules and regulations and strengthen collection of user fees to reduce high turnover of management committees. ● Continue to conduct WASH and Menstrual trainings for groups, schools and communities in areas of operation. ● Increase awareness on new WASH technologies and services, promotional campaigns to enhance adoption ● Strengthen advocacy in all groups ● Develop a local fecal treatment center to enhance use of fecal matter in agriculture production. ● Promote the work of masons and technicians, strengthen their skills in construction, records keeping, and marketing.
Health	<p>There is need to;</p> <ul style="list-style-type: none"> ● Capitalize on women's roles as Village Health Teams (VHT) to promote health ● Target and engage young parents on childcare and development programs ● Integrate awareness on bilharzia and hepatitis as emerging health threats
Formal & Non-Formal Education	<p>There is need to;</p> <ul style="list-style-type: none"> ● Support agroecology in schools to enhance access to meals and improve pupil retention. ● Support vocational skilling and transfer of skills to youth.
Environment	<p>There is need to;</p> <ul style="list-style-type: none"> ● Create awareness on new technologies for KWDT staff and beneficiaries to enhance adoption. ● Explore and introduce other renewable sources of energy and establishment of a fund to improve on access to the technologies ● Develop an Integrated Water Resource Management (IWRM) strategy

4.2 Results from Stakeholder Survey

To assess the impact of KWDTs interventions in the community a stakeholder survey was conducted in the 4 sub counties and 2 town councils of Nakisunga, Nama, Mpatta, Mpunge, Katosi and Ntenjeru-Kisoga.

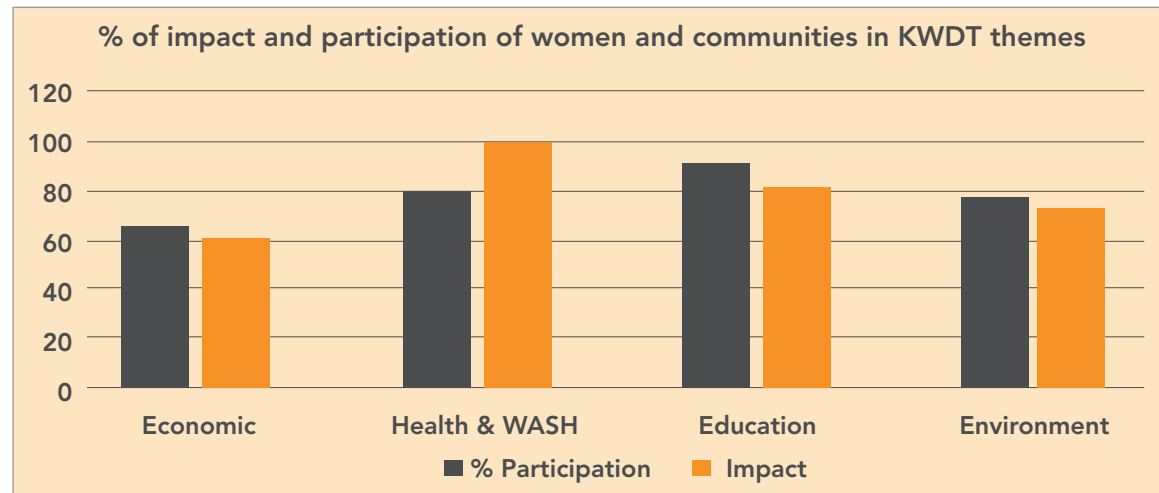
Both quantitative and qualitative methods like household surveys, Focus Group discussions and key informant interviews were used to conduct the survey. Participants were selected both purposively (specific communities) as well as randomly (random selection of beneficiaries and community members). A total of 108 households, 6 FGDs, and 10 KIIs were interviewed. 57% of the respondents were members; 43% non-members. 68% were female while 32% were male. The Board & KWDT staff were also interviewed to inform the survey.

4.2.1 Major Findings of the Survey:

Participation and Impact of KWDT’s interventions.

Overall, the stakeholder survey revealed that there was a high level of participation of groups, members and communities in KWDT’s activities. KWDT’s interventions were rated highly both by the beneficiaries, local leaders and district officials. Impact of KWDT’s interventions were assessed on access to

economic, WASH, education and environment resources. Additionally, participation had built individual independence and self-esteem of the beneficiaries particularly groups members. Overall, the impacts and participations are demonstrated in the table below;



Areas of improvement

The following areas of improvement were identified by KWDT stakeholders;

1. As identified during the review of the old strategic plan, monitoring, evaluation and learning by KWDT staff and groups’ management committees was equally identified in the stakeholder survey as an area that needs to be improved.
2. Absence of quality assurance mechanisms for WASH facilities
3. Expansion into the islands that are reportedly in desperate need of water and sanitation infrastructure.
4. Explore how best KWDT can balance between promoting the group method and teamwork while at the same time promoting some level of individual responsibility.
5. Gender composition of KWDT needs to be clarified. Either a new category created for men, or KWDT should be left as a purely women organisation.
6. Address the issue of membership especially how to admit new members or find ways of working with more people without them necessarily becoming members

4.3 Results from the Thematic Context Analysis

To understand the context of KWDT, experts from the community, government, non-governmental organisations and professional consultants including GIZ CUSP Advisors to inform the context during six workshops were engaged. The major challenges, causes and possible solutions were jointly interrogated and documented in the different thematic areas as highlighted below.

4.3.1 Economic Empowerment

Under Economic Empowerment, KWDT supports women in rural and fisher communities to engage in fishing, agriculture and diverse micro enterprises.

Fishing

KWDT supports women to engage in fishing, fish processing and trade. Over 43% of groups members are in fishing and fishing related businesses. Despite the significant achievement women still face social, economic and technological challenges to engage in the sector. According to FAO¹, fishing communities represent a major category of marginalized people and their population is estimated to grow at a rate of 7% annually². Unemployment is also high in fishing communities especially among women and youth. This is based on the lack of opportunities to access capital for investing in the highly capital-intensive fisheries sector. Additionally, social cultural norms deny women to engage in fishing because of their reproductive roles that compete with fishing. Lack of access to improved fish processing technologies has resulted in fish losses reducing incomes for women and fish for food. Declining fish stocks due to illegal fishing and the increasing



demand for fish at the international market have led to deprivation of fish for income and food in fishing communities. This has contributed to the increasing food and nutritional insecurity in fisher communities. Therefore, women have less fish available to consume, process and trade. Fishing is a high-risk business prone to natural calamities and human aggravated violence like theft yet women don't have access to insurance. The enforcement to comply with the

legal regulatory framework has violated human rights³, destroyed livelihoods and displaced many from the fishing sector. Strengthening women's engagement in economic activities through fisheries will remain key intervention.

1 Small scale fisheries guidelines (FAO 2015)

2 SuSWatch, East Africa Sustainable Watch (2011), The state of water, sanitation and basic hygiene on selected islands and landing sites in and around Lake Victoria in Uganda, Kenya and Tanzania

3 <https://www.seafoodsource.com/news/environment-sustainability/ugandas-parliament-halts-anti-uu-operation-by-military-unit-after-human-rights-violations-reported>

Agriculture

KWDT has been successful in introducing agriculture as an alternative source of income in a community that was largely dependent on fishing. 45% of the group members households have integrated animal rearing in farming increasing interdependency of crop production to livestock. However, many still cultivate small plots of land due to the social cultural norms that restrict women's access to land whilst the prevailing effects of climate change, soil degeneration and exhaustion after long use affect crop yields. Section 27 of the Succession Amendment Act 2021, which previously indicated that distribution of property was to only male intestate was declared null and void in a case of advocacy for women in Uganda. The new amendment now covers both male and female intestate. However, this is not translated in the reality of the women KWDT works with. Additionally, women lack processing technologies and skills to add value to agriculture products. This has resulted in low market access and earnings.





Micro enterprises

KWDT has made strides to increase employment opportunities for women who are self-employed in micro businesses with low capital, high competition due to lack of diversity and disaster vulnerability. These threats are partly due to structural injustices that continue to deny women access to education, formal employment, access to credit, markets and inheritance of property as

a source of capital.

COVID-19 has undone all the progress we had made because majority of small women's business have been destroyed by the disruptions of the markets and recurring lockdowns of the country. Without access to relief packages, business capital was spent on food by majority of women who bore the responsibility of taking care of their families and provision of basic needs. Rural

women still continue to experience challenges with lack knowledge and skills to engage in diverse income generating activities.

KWDT will thus focus on revival of women into economic activities, strengthening their engagement in fisheries and agriculture, diverse economic activities through skilling in value addition, increasing and enhancing access to market.

4.3.2. Water Sanitation and Hygiene.

Water: Despite the progress made to increase access to water through construction of water sources and rainwater harvesting tanks, rural communities, particularly fisher communities lack access to clean safe water. Rural and fisher communities are not connected on the national water grid distribution system depriving them of access to water. Although it is reported in the 2020 Sector Performance Report that access to water in rural areas stands at 68%, the lake remains the main source of water in fishing communities. Polluted with effluents from the fishing communities, the water from the lake is unfit for domestic use. Majority pay exorbitant fees to access clean safe water, use open water sources or walk long distances to protected water sources. According to Mukono District 2nd Five-year Development Plan 2015 – 2020 service delivery in islands is very poor due to hardships involved in providing services to the island.

According to the Sector Performance Report 2020, functionality of water sources in rural areas has stagnated at 85%. However, this does not reflect the reality in rural and fisher communities as

functionally and use of the few existing water sources is constrained due to poor maintenance as a result of poor local organisation and coordination, lack of skills to fix the water sources and lack of equipment to repair the facility once it has broken down.

Due to social cultural and gender norms that necessitate a need for water at household level, women and children suffer most from lack to access to water. The sector remains critical for intervention by KWDT as evidenced by the outbreak of covid that water is an essential product.



Sanitation: KWDT has constructed and promoted the use of latrines through introduction of appropriate technologies in communities where open defecation was the norm. Though water is highly regarded as an essential resource, sanitation is ranked low in many households. This is attributed to poverty and a lack of understanding of the relation between sanitation and health in these communities. Additionally, low sanitation coverage is attributed to poverty.

The Sector Performance Report 2020 reveals that open defecation is at 22% in rural areas. In fishing communities, it is relatively higher as some landing sites have no sanitation structure at all. According to the Sector Performance Report 2020, the percentage of the national population with access to safely managed sanitation services is at 7% in rural areas. Access to sanitation must compete with other household basic needs such as medical care, education as well as food. Low levels of government intervention hinder adequate access to latrines. For migratory fisher populations with 400-650 people living on less than 4 acres of land, lack of legal tenure of land that is characterised by a high-water table and rocky grounds constrain individual efforts to build latrines. Though access to sanitation is relative higher to villages neighbouring fishing villages, the structures are in deplorable state hindering sustainable use. This explains why the children use the bushes around households. Sanitation will remain a focus for KWDT to ensure that all households have adequate sanitation facilities and use them appropriately.

Hygiene: Good hygiene practices have a strong correlation to education and understanding of why the practice is done. With high illiteracy levels, coupled with lack of access to water, sanitation facilities, hygiene is compromised. According to the Sector Performance Report (2020) the percentage of the population with handwashing facilities with soap and water at home is 38% in rural areas. The area remains priority of intervention for KWDT particularly in fishing communities with a high turnover of the population due to migration to follow fish.



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4.3.3. EDUCATION

Access to primary education

The high illiteracy levels in fishing communities is attributed to lack of access to education facilities. The few that exist have poor quality infrastructure, share classrooms to teach pupils due to insufficient classrooms, lack WASH facilities as well as sufficient teachers. Though school enrolment has increased with the introduction of Universal Primary Education (UPE) majority of children don't complete primary education. According to study by the Ministry of Education and sports, 240,000 pupils who enrolled in primary one under UPE drop out before reaching primary four (Independent 2020). Though education is lowly valued in fisher communities, the high school drop is caused by walking long distances to school, absence of teachers, lack of meals, inadequate WASH facilities and limited access to Menstrual services for girls.

Knowledge and skills empowerment for women

Despite progress made on gender equality, women and girls continue to face discrimination when it comes to accessing education. Due to structural inequalities and cultural norms, more boys have access to education as compared to girls. According to UNESCO Uganda has



an adult literacy rate of 76.53%. However, the male literacy rate is 82.66% as compared to female literacy at 70.84%⁴. Additionally, women who missed out on education continue to be hampered to engage in developmental initiatives including governance and leadership. The lack of access to education further hampers access

to essential knowledge that can enable women to make decisions from informed positions. The sector is largely lagging and will continue to be a priority for KWDT specifically improving infrastructure in schools as well imparting women with functional knowledge and skills to gain employment or start their businesses, engage in civil and political leadership.

⁴ <https://countryeconomy.com/demography/literacyrate/uganda#:~:text=Uganda%20%2D%20Literacy%20rate,-Subscribe%20to%20our&text=According%20to%20UNESCO%20Uganda%20it,the%20ranking%20of%20literacy%20rate>



4.3.4. Environment

Environmental degradation in the Lake Victoria basin is fuelled by the population growth in the basin. According to the African great lakes, the basin population is growing at a rate of 3.5 percent each year, which is among the highest population growth rates in the world⁵. The increase in the population has put pressure on forests, cleared to pave way for agriculture, settlement and land for fish drying activities. Encroachment on wetlands, lakeshores, and river banks, including poor land use practices, have resulted in soil erosion, leading to siltation of our water bodies⁶. Additionally, according to Bamwesigye et al 2020, 90% of households

5 <https://www.africangreatlakesinform.org/article/lake-victoria>

6 Heavy Rains, Human Activity, and Rising Waters at Lake Victoria, <https://eos.org/articles/heavy-rains-human-activity-and-rising-waters-at-lake-victoria>

in Ugandan use firewood and charcoal biomass. This has fuelled social and environmental hazards. The increased demand for firewood and charcoal biomass are major causes of deforestation. According to Global Forest Watch, from 2002 to 2020, Mukono lost 13.8 hectares of humid primary forest, making up 27% of its total tree cover loss⁷.

The increase in the population in fishing communities without a corresponding increase in access to social services such as water and sanitation facilities has resulted into polluting of the lake. This has contributed to the deterioration in the quality of water to support viable fishery. According to UNEP⁸ it is estimated that 1 in 5 of the fish in Lake Victoria had ingested plastic.

7 <https://gfw.global/39B1wnS>

8 <https://www.unep.org/news-and-stories/press-release/flipflop-sets-sail-around-lake-victoria-raise-awareness-pollution>

According to Monitor the death of Nile perch fish in the Lake Victoria which deprived fisher communities of sources of income and food was attributed to the rise in water temperature and competition for oxygen from the rotting waste washed into the lake by the rising water levels⁹. Pollution has destroyed breeding grounds for fish a threat to sustainability of the fishery.

Long spells of drought, torrential rainfall, increased annual temperatures and increased variability in rainfall patterns have had significant biophysical, ecological and social, economic impacts. This has negatively affected economic growth, ecosystem functioning and services, livelihoods as well as overall human development in the region.

9 <https://www.monitor.co.ug/uganda/news/national/tonnes-of-nile-perch-rot-as-fish-species-die-en-masse-3287650>

Flooding on the other hand has had massive destruction of properties e.g., houses, infrastructure, agricultural lands, crops, and in extreme cases resulted in displacement and fatalities of humans and livestock. As projections indicate a continued increase in temperature and variability of rainfall volume, patterns, intensity and frequency. This will significantly increase the frequency and intensity of disasters such as floods and droughts in the Lake Victoria Basin¹⁰. As the water level in the lakes increase crops and infrastructures are destroyed and the low-lying shoreline communities within the protected zone have been severely affected from the impacts of climate change¹¹. Environment as a theme will continue to be a priority area for KWDT

10 Lake Victoria Basin Commission, <https://www.lvbcom.org/Adaptation%20to%20Climate%20Change%20in%20the%20Lake%20Victoria%20Basin%20Project>.

11 <https://storymaps.arcgis.com/stories/bd820937c-06845faa86f7f8944d56f47>

4.3.5. Health

KWDT aims to improve the health of the rural and fisher communities through increasing awareness on access to maternal and reproductive health and HIV/AIDS services.

In this regard the limited access to maternal and reproductive health services in rural and fisher communities is attributed to limited access to health facilities. Where they exist, they are poorly equipped and lack medical staff. Nationally, the health facility density with and without clinics is 15.15 and 12.83 per 100,000 population, respectively. For example, 41% of women of reproductive age (countrywide) reported that they have a serious problem in accessing healthcare for themselves when they are sick due to distance to health facilities (Odokonyera et al 2017)¹².

12 <https://eprcug.org/publication/universal-health-coverage-in-uganda-the-critical-health-infrastructure-healthcare-coverage-and-equity/>

Though the prevalence rate of HIV national wide is at 6.2 percent among adults and 0.5% among children¹³, fishing communities have a higher HIV prevalence and incidence rates than the general population in Uganda and are identified as a most at-risk population with prevalence markedly higher among females¹⁴. High illiteracy levels, multiple spouses for fisher folk due the migratory nature of their job, poverty that fuels early marriage, have exacerbated the situation.

KWDT will continue to intervene on awareness and sensitisation on matters of health in the fishing communities.

13 <https://healthgap.org/wp-content/uploads/2021/04/Peoples-Voice-COP21-Uganda.pdf>

14 Gertrude Nanyonjo et al. Prevalence and correlates of HIV infection among adolescents and young people living in fishing populations along Lake Victoria Fishing Communities in Uganda. Pan African Medical Journal. 2020;37(208). 10.11604/pamj.2020.37.208.26124

4.4. Stakeholder Analysis

The strategies for engagement with our stakeholders are derived from the stakeholder analysis facilitated by GIZ CUSP Advisors that engaged KWDT staff and two representatives from the board to identify stakeholders, their interest, their power, and influence on KWDT’s work. The strategies of engagement are indicated below: -

Stakeholder	What is their Interest?	Power (Low / Medium/ High)	Strategy for engaging Stakeholder
Uganda government	<ul style="list-style-type: none"> ● Partnership and collaboration for development ● KWDT compliments governments development efforts ● Ensure compliancy to national, district and local legal framework 	High	<ul style="list-style-type: none"> ● Regular and timely reporting ● Advocacy and lobbying ● Collaboration ● Participation in sector committee meetings
Religious and cultural institutions	<ul style="list-style-type: none"> ● Partnership and collaboration for development 	Medium	<ul style="list-style-type: none"> ● Maintain and strengthen collaboration and relationship
Development Partner	<ul style="list-style-type: none"> ● Partnership and collaboration towards attainment of the SDGs. ● KWDT compliments governments development efforts 	High	<ul style="list-style-type: none"> ● Regular and timely reporting ● Adherence to donor requirements ● Maintain communication and visibility
Women’s groups	<ul style="list-style-type: none"> ● To meet their development needs ● Implementation of activities 	High	<ul style="list-style-type: none"> ● Strengthen women organisation in groups
Communities	<ul style="list-style-type: none"> ● To meet their development needs 	Medium	<ul style="list-style-type: none"> ● Collaboration with women’s groups as the entry points to development

4.5. SWOT Analysis

During the strategic planning process, KWDT conducted a comprehensive analysis of both its internal and external environments, with the aim of identifying the internal and external

factors that may impact the implementation of the strategic plan and recommended possible strategies to address them. Internally KWDT considered its strengths and weaknesses as well as external opportunities and threats that may

affect the organisations work. Below are the major results from the analysis and strategies that KWDT will employ to maintain strengths, address weakness, harness opportunities and mitigate threats.

4.5.1. Internal strengths

KWDT strengths and strategies to maintain the strengths



Strengths

1. Legally registered with ability to legally operate in Uganda
2. Functional organisational structure (AG, CC, with committed and skilled women groups management committees (Loan, Production, WASH, tank, biogas, latrine masonry committees).
3. Skilled human resources in diverse areas with a well-established field and coordinating office to offer a conducive working environment.
4. Self-sustaining financial mechanisms (revolving schemes) that support KWDT to meet some of its overhead costs
5. Result oriented, and impactful interventions that engage entire community members.
6. Leadership positions in networks and collaborations with other CSOs e.g., UWASNET WFF WFWP enhances learning and sharing of information.
7. Credibility and trust at local, national and international
8. Diversified and complimentary thematic areas, programs and projects
9. Good working relationships with local leaders, District; sector officials and between secretariat and board

Strategies to maintain strengths

1. Offer favourable employment contract that will retain staff and offer them capacity building opportunities.
2. Carry out annual objective management evaluations and ensure cohesion through transparency and equity among all members
3. Constant benchmarking of KWDT vision with the SDGs
4. Establish a skills development plan for women, ensure timely payment of membership fees and fulfilment of membership roles
5. Ensure documentation, strengthen data collection and share results and achievements with the wider society.

4.5.2 Internal Weaknesses

KWDT internal weaknesses and strategies to address them



Weaknesses

1. Varying levels of self-organising capacities among groups and weak monitoring by committees, groups and staff.
2. Lack of innovative and creative skills amongst KWDT stakeholders or groups
3. Unreliable and unstable production by women to meet prevailing demand.
4. Failure to delegate and coordinate roles in women's groups.
5. Financial constraint to meet needs of the beneficiaries.
6. Aging group members and low recruitment of youth.

Strategies to address the weaknesses

1. Develop comprehensive monitoring framework and design appropriate monitoring tools.
2. Re-align and assign staff, committees for better follow up on achievements.
3. Periodic review of policy documents and refresher trainings on ToRs for committees
4. Design program for annual recruitment of membership including female youth
5. Design a resource mobilisation strategy

4.5.3. External forces: Opportunities

KWDT opportunities and strategies to harness the opportunities



1. Increased demand by women groups to join KWDT.
2. Utilize the expertise, talents and skills among KWDT members
3. Increase in number Non-Governmental Organizations operating in the same areas as KWDT
4. Donor funding for KWDT areas priority areas; women, fisheries, WASH, education and environment.
5. Intervening in regions with good environment that favours agriculture.
6. Responsive government offices to CSO interventions
7. Government support in agriculture, fisheries, water
8. Networking with different organisations like FIAN, NETPIL, WOUGNET, UWASNET WfWP and WFF NIRAS for opportunities and learning
9. Access to information from internet.
10. Opportunity to inform and influence policy e.g., the fisheries and aquaculture bill.
11. Increased self-organization of women at grass roots for service in demand by youth, children and vulnerable beyond Mukono.

Strategies to harness the opportunities

1. Establish and cultivate collaborations with various strategic partners
2. Lobby both nationally and internationally for better funding opportunities
3. Share annual, midterm evaluation reports and other information with relevant government ministries and departments

4.5.4. External forces: Threats

KWDT threats and strategies to encounter threats



Threats

1. The current land conflicts and land fragmentation in the country at large and Mukono in particular presents a threat to KWDT's efforts
2. Political interference was pointed out as another threat in all communities where KWDT works.
3. Emerging regulations may affect how KWDT works for example the NGO Act, 2016, fisheries bill and Parish model.
4. The impact of COVID- 19 on National and international donors.
5. Political interference
6. Environmental hazards/extreme e.g., floods, rising water levels, infrastructure destructions, droughts
7. Pandemics e.g., COVID-19, HIV, Hepatitis
8. Taxation on internet and mobile money that limits accessibility and their usage.
9. Increasing privatization of access and use of natural resources (cage farming, agroforestry)

Strategies to encounter threats

1. Research and timely sharing of up-to-date climate information among the members
2. Explicit proclamation of non-partisan nature of KWDT on all occasions.
3. Explore and establish long-term relationships with development partners, private institutions but also ensure self-reliant financing mechanisms.
4. Establish COVID-19 and emergency responsive mechanism to support women.

5

Strategic Framework



Implementation of KWDT programs has been guided by the 2012-2016 strategic plan. There was need to review and update the strategic plan in a manner in which program and projects activities implemented reflect the current needs of KWDT. The purpose of this strategic plan is to ensure a directional focus as well as pooling of efforts towards achieving the set goals and objectives decided and agreed upon by KWDT

5.1. Key Strategic Priority Areas

The overarching goal of KWDT Strategic Plan 2022-2027 is to streamline KWDT's programs that will sustainably improve the socio-economic and political development of disadvantaged rural and fisher communities.

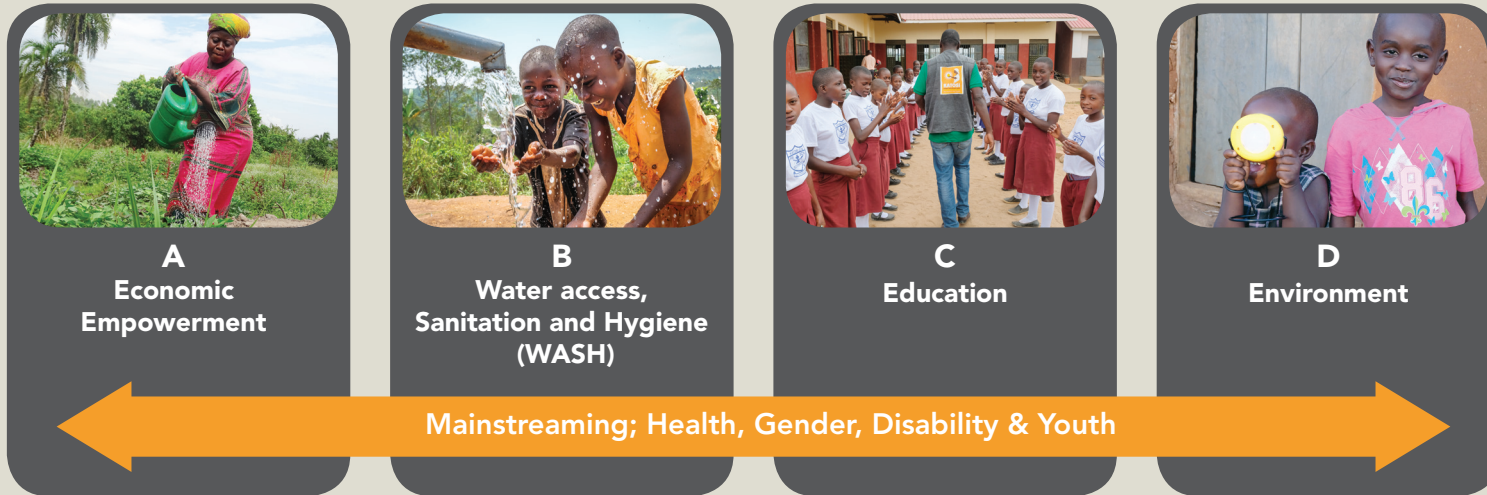
To address the outcome from the stakeholder on the gender focus, KWDT interventions will continue to focus on women and female youths in groups in rural and fisher communities. Adult and male youth seeking to join KWDT will be reached by KWDT interventions through the women's group organised by KWDT in the community.

The strategic plan comprises of two strategic directions;

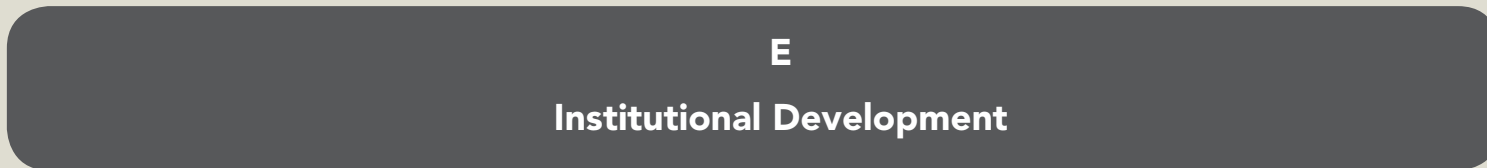
- (i) Strategies to focus on enhancement of service delivery through diverse projects to meet the emerging needs of the communities:
- (ii) Strategies to build the capacities of KWDT as an institution to deliver efficiently and effectively on its mandate.

These two strategic directions are best illustrated in the diagram below

Strategies to meet Community Needs



Strategies for Building KWDT Capacity



Each of these key priority areas is addressing specific key aspects that KWDT will focus on which are elaborated as follows:

5.0.1 Strategies to focus on enhancement of service delivery through diverse projects to meet emerging needs of the communities.

KWDT will focus on four key priority areas that will include: -

Key Priority Area A: Economic empowerment

Under economic empowerment KWDT will seek to empower women and female youth to engage in economic activities. This intervention seeks to ensure that women and female youth gain access to productive resources such as land, fisheries and engage in the governance fisheries. Through working in groups women will be supported to engage in governance of such resources at group level and in their communities through knowledge and skills development. Economic empowerment will focus on:-

1) Fisheries: The program seeks to increase women and female youth' engagement in existing co-management approaches, legal fisheries, increase access to legal fishing equipment and improved fishing processing technologies as well as knowledge on legal framework and skills in processing. The program will also promote networking of women in fisheries and empower them to advocate for their rights.

As an alternative source of fish stock for income and food, environmentally friendly/organic fish farming will

be promoted. Organic fish farming will make efforts to sustainably breed healthy fish whilst preserving the local natural ecosystems avoiding the use of harmful substances like additives, chemicals, hormones and antibiotics.

2) Agroecology: The program will focus on increasing women and female youths' engagement in agroecology by increasing their access to key resources such as livestock, seedlings, knowledge and skills to support integrated agriculture production as well as access to agricultural equipment and processing technologies for value addition.

Thereby, simple household irrigation approaches and technologies will be introduced and promoted to increase resilience to climate change and sustain production in agroecology.

3) Micro Enterprises: To reduce the vulnerability of dependency on single income generating activity the program will seek to support women and female youth, in diverse economic activities including vocational skilling and cottage industries.

The program is highly dependent on access to markets, which will be enhanced through cooperative marketing strategy. Additionally, knowledge and skills development will be enhanced through training, demonstration training and exchange visits.

Key Priority Area B: Water, Sanitation and Hygiene (WASH)

1) Water: Increasing access to water at household and community level including schools will be prioritised in the coming 5 years. Women and female youth in groups will continue to be the key point of entry of these intervention at household, communities and in schools. Access to water will be improved by employing diverse technologies particularly in islands where conventional technologies such as construction of borehole is constrained by geographical and technical challenges to take drilling equipment to islands. To complement approaches to increase access to water in school like rain water harvesting, construction of boreholes near schools will be prioritised to sustainably supply water at schools. Maintenance will be enhanced through skilling of repair committees and strengthening self-governance by training water user committees and the entire community.

2) Sanitation: Additionally increasing access to sanitation at household and in communities including schools will equally be prioritised in the coming 5 years. Women and female youth in groups will continue to be the key point of entry of intervention at household, communities and in schools. Access to sanitation will be improved by promoting appropriate technologies such as ecosan. Additionally approaches to empty latrine to sustain use will be strengthened through improved faecal management. Communities will be trained on re-use of faecal matter as manure to motivate emptying. Self-governance of communal

facilities will be harnessed by training toilet user committees and the entire communities.

WASH sensitisation, community dialogues, WASH campaigns, use of music dance and drama; sports will be key strategies to promote behavioural change on WASH. This will further be enhanced with capacity building in organization of water user management committees for improvement of water and sanitation management. Additionally, skilling to enhance functionality and appropriate use and adoption of new WASH technologies will be enhanced. WASH business including development of faecal treatment centre to enhance use of faecal matter for agriculture and to also contribute to sustainable use of latrines will be integrated. Self-advocacy and lobbying by women and female youths' groups) to increase access to WASH services and engagement of youth will be enhanced in all aspects of WASH.



Key Priority Area C: Education

To ensure inclusive and equitable quality education and promotion of lifelong learning opportunities for all, the program will focus on primary education; knowledge and skills empowerment for women who missed the opportunity to access formal education.

1) Primary Education

The program will continue to focus on improvement of infrastructure in rural and fisher communities through construction of classrooms and WASH facilities. WASH in schools will be promoted through the establishment and training of school sanitation clubs and engaging them in diverse activities. Farming to enhance local production of food by children to improve their access to nutritious meals while at school for effective learning will be strengthened. Co-curricular activities to enhance skills development for learners while in school, sensitization of communities on their roles and responsibilities on child protection as well as strengthening roles of the school management committees will be introduced. Advocacy to increase on funding in education, the number of teachers and accommodation will be integrated in the work of women advocacy clubs.

2) Knowledge and skills Empowerment for adults

The program will seek to build women and female youth' capacities by equipping them with functional knowledge and skills to make informed decisions and take up new leadership roles and responsibilities. Capacity building of group members and management committees such as leaders, WASH, production and Loans committees, on gender and human rights trainings, good governance, advocacy and lobbying, adult learning; digital literacy and organisational capacity development trainings will be enhanced. Use of music dance and drama, community dialogues, will be promoted to create awareness on gender-based violence, human rights and other topical issues. Learning among groups will be harnessed through exchange visits as well as access to ICT tools. The program will enhance their capacity to make informed decisions and elevate their engagements in development interventions including economic activities, governance of WASH, education and environment.

Key Priority Area D: Environment

The program will ensure that development is cognisant of the environment and will support women to engage in the development practices that conserve land, water resources and forests. The program will focus on training women and female youth group and communities to promote environment conservation approaches such as "refuse, reduce, re-use, recycle and repurpose", waste management using music dance and drama; and environmental conservation technologies to manage waste. In addition, the use of diverse renewable energy sources will be promoted. This way women and youth female will be empowered to contribute to mitigating effects of climate change and enhance adaption to climate change.

Tree planting as a measure to combat climate change will be promoted in households and schools with priority on planting fruit trees as a source of income and food. To increase access to seedlings and enhance implementation, the program will seek to establish nursery beds. The sale of trees will also be a source of income.

5.1.2. Priority Areas E: Institutional Development

KWDT will be strengthened as an institution to deliver on its mandate more effectively and efficiently. Monitoring evaluation and learning, increasing organisational visibility, adherence to roles and responsibilities as well as strengthening the micro credit component will be key focus areas of intervention.

Key priority area E1: Monitoring, Evaluation and Learning (MEAL)

To strengthen monitoring, evaluation and learning, the existing monitoring mechanism will be reviewed and updated to ensure that they meet the prevailing needs. KWDT staff, groups leaders and various groups management committees will be trained on use of the established monitoring and evaluation system.

Key Priority Area E2: Visibility of KWDT

To ensure that there is increased understanding of KWDT programs, a communication strategy will be developed. KWDT will develop, produce and disseminate communication materials and visibility materials. All users will be sensitised on the internal communication procedures, use of digital platforms for effective communication and regularly update of KWDT website. Exchange visits for learning and networking will be enhanced among women and KWDT staff.

Key Priority Area E3: Resource mobilisation

To ensure sustainability and adequate resources for all programs KWDT will improve on its resource mobilisation drive by developing a resource mobilisation strategy to guide KWDT in resource mobilisation. KWDT staff who will have been trained in resource mobilisation will use the acquired knowledge to mobilise resources for the different programs.

Key Priority Area E4: Adherence to roles and responsibilities

KWDT will depend on women groups and committees to support implementation of various projects under the four thematic areas. To ensure that the policy documents meet the prevailing needs, KWDT will review its policy and adequately update them. Additionally, terms of reference for groups management committees will be developed, translated and disseminated. Orientation workshops on all policy documents will be conducted at all levels.

Key Priority Area E5: Staff Development

To enhance the capacities of KWDT, a capacity building strategy will be developed to support continuous skills development for staff to adapt to the everchanging environment.

Key Priority Area E6: Micro credit

Micro credit is key pillar of all KWDT programs. Micro loans have supported women to engage in economic activities, increased their access to WASH facilities, access to education as well as renewal energy technologies. KWDT will improve on service delivery by increasing the micro loan fund, training loan committees and women groups in entrepreneurship and financial digital literacy. To reduce vulnerability of the micro enterprises, insurance cover, disaster risk management and an improved monitoring scheme will be strengthened and explored.

5.1.3 Thematic Mainstreaming:

Priority areas for mainstreaming include health, disability, youth, gender and environment.

Health: Sexual and Reproductive Health and Rights (SRHR) and HIV/AIDS has been identified as a key priority area for mainstreaming during implementation of all the activities to ensure that women live productive health lives. Women and female youth will be trained on their SRHR and where to seek services. Awareness and sensitisation on HIV/AIDS, COVID-19, Hepatitis and any emerging health issues will be the focus during implementation of all programs.

Gender, Disability, Youth

To promote social inclusion of every woman and female youth in all programs, KWDT will ensure that gender, disability and youth is mainstreamed. Appropriate adjustments in interventions will be made to ensure that vulnerable groups including men, people with different abilities, youth have equal access to opportunities and that KWDT's interventions don't reinforce negative effects of vulnerability and discrimination in planning, designing and implementation of programs. KWDT will nominate a staff to ensure mainstreaming in all programs.



5.1.4 Contribution to the Sustainable Development Goals (SDGs)

Overall, through interventions and achievements in these thematic areas, KWDT will contribute to the following SDGs: -

Thematic Area	Sustainable Development Goals			
Economic empowerment	 <p>1 NO POVERTY</p>	 <p>2 ZERO HUNGER</p>	 <p>5 GENDER EQUALITY</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>
Water access Sanitation and Hygiene (WASH)	 <p>6 CLEAN WATER AND SANITATION</p>			
Formal and non-formal education	 <p>4 QUALITY EDUCATION</p>			
Environment	 <p>10 REDUCED INEQUALITIES</p>	 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	 <p>14 LIFE BELOW WATER</p>	 <p>13 CLIMATE ACTION</p>
Mainstreaming Health	 <p>3 GOOD HEALTH AND WELL-BEING</p>			



5.1.5 Contribution to the National Development Program III

Our work with women in rural and fisher communities also contributes to the Uganda National Development Program III. This is reflected in our thematic programming including economic empowerment, water, sanitation and hygiene (WASH), Education,

Environment and health, which are all in line with the national development strategies.

KWDT partners and cooperates with local government to support implementation of the national strategic areas with focus on these thematic areas.

Through the national networks, KWDT participates and contributes to program reviews and annual joint sectoral technical reviews, it further contributes to resource mobilisation to operationalise the NDP III planned interventions.

5.2. KWDT Vision, Mission, Core Values

KWDT is guided by its vision, mission and core organisational values. The process of reviewing and updating of KWDT's strategic plan has equally included a review of the vision and mission to ensure that they are in line with the key priority areas.

Vision:

Empowered women and youth with healthy and productive livelihoods in a sustainable environment.

Mission:

Enabling women and female youth in rural and fisher communities to effectively engage in their social, economic and political development for sustainable livelihoods.

KWDT upholds values and principles that leave no one behind. These values will guide KWDT to deliver on its mandate as interpreted below.

Core values

1. **Participation:** Involvement of people in solving their own problems
2. **Sustainability:** Ability to maintain and grow all interventions at a certain rate.
3. **Gender and Cultural equality:** When people of all genders and cultures have equal rights, responsibilities and opportunities.
4. **Transparency:** Making information about activities, plans and results available
5. **Accountability:** Taking responsibility for outcomes, ability to explain resource use and what has been achieved.

5.3. KWDT Strategic Framework: Strategic Goals, Objectives, Approaches and Activities

This strategic framework details KWDT’s strategy. Each of the key priority areas has a strategic goal with different strategic objectives and outcomes that KWDT intends to achieve. This is followed by a description of the strategic approaches and the key activities that will be implemented to achieve the strategic goal.

Key Priority Area A: Economic Empowerment	
Strategic Goal A	Increased women’s engagement in productive and viable income generating activities
Strategic Objective A1 Fisheries	Increased women’s income from legal fisheries businesses
Outcome A1.1	Increased access to capital to engage in all forms of fishing and fish processing for women and female youth.
Outcome A1.2	Increased use of improved fish processing technologies to produce high quality fish products on the market.
Outcome A1.3	Increased adherence and compliance of women and female youths in legal fisheries framework.
Outcome A1.4	Increased cooperation and participation of women and female youth in fishing groups in fisheries policy platforms.
Outcome A1.5	Improved strategic marketing of fish and fish products by women and female youth.
Strategic Approaches A1	<ul style="list-style-type: none"> ● To establish or strengthen women and female youth groups and cooperatives ● Support women and female youths in groups to access capital and legal fishing equipment through microcredit and revolving scheme as well as fundraising by KWDT ● To build capacity in the use of fish processing equipment, cooperatives and the legal framework through trainings and peer to peer learning ● Joint development of marketing strategy, establish and train group marketing committees and cooperatives in the use of marketing strategy
Key Activities A1	<ol style="list-style-type: none"> 1. Mobilize resources to support women’s groups and female youths access fish processing equipment. 2. Provide micro credit loans to women and female youth in fisheries 3. Mobilize resources to support fish farming 4. Conduct trainings for women groups on topics such as national and international legal fisheries framework, cooperatives, financial literacy, use of improved fish processing equipment, fish farming marketing, SRHR, HIV/AIDS; Human rights and gender; Advocacy 5. Mobilize women to form groups and facilitate cooperatives meetings (every 6 months) 6. Facilitate learning and knowledge sharing through exchange visits between groups once a year. 7. Develop a marketing strategy for women engaged in fish and fisheries products 8. Establish and train a marketing committee in use of marketing strategy 9. Celebrate World Fisheries day on 21st November annually

Strategic Objective A2 Agroecology	Increased income and food security for women households and schools
Outcome A2.1	Increased participation of women and female youth in agroecology
Outcome A2.2	Increased generation and use of agroecology knowledge practices for women and female youth.
Outcome A2.3	Increased use of mechanization and ICT in agricultural production and processing by women and female youth
Outcome A2.4	Improved strategic marketing of agricultural products by women and female youths.
Outcome A2.5	Improved post-harvest handling, adherence to standards and certification in food production, processing by the women and female youth.
Outcome A2.6	Increased production of food in schools
Strategic Approaches A2	<ul style="list-style-type: none"> ● Mobile resources to support women and female youth in groups to access agroecology inputs, machinery, appropriate irrigation technologies and use of ICT in agricultural production, processing ● Generate, disseminate and use agroecology practices among women and female youth' groups ● Support women's groups and female youth adopt and use a marketing strategy ● Support women and female youth in groups to access post harvesting technology and food processing certification. ● To engage schools to establish school farms and build their capacity in agroecology methods
Key Activities A2	<ol style="list-style-type: none"> 1. To fundraise for agricultural machinery and processing technologies, improved breeds of livestock, seeds, bee keeping, and mushroom farming for women, female youth groups and schools. 2. Carry out ICT awareness in agricultural production and processing for women's groups and female youth 3. Establish indigenous seed banks for women's groups and female youth 4. Conduct trainings and demonstrations in agroecology practices, bee keeping, mushroom growing for women, female youth groups and schools. 5. Develop marketing strategy and train women, female youth' groups and marketing committees. 6. Conduct awareness and sensitization on SRHR, HIV/AIDS, human rights and gender 7. Celebrate World Food Day annually 8. Conduct trainings in post-harvest handling, standards and certification for women, female youth groups, schools and marketing committees.

Strategic Objective A3 Microbusinesses	Increased incomes for women and female youth from diversified micro businesses organized in cooperatives
Outcome A3.1	Increased in the diversity of income generating activities for women and female youths
Outcome A3.2	Increased engagement of women and female youth in cooperative production and marketing of products
Outcome A3.3	Increased use of ICT and technology in micro businesses
Outcome A3.4	Reduced income volatility and vulnerability of women and female youths.
Strategic Approaches A3	<ul style="list-style-type: none"> ● Support women and female youths in groups to access capital to engage in income generating activities. ● Support organization of women and youth at organization level and into sub- production committees. ● Support adoption and use of ICT in micro businesses.
Key Activities A3	<ol style="list-style-type: none"> 1. To train women, female youth groups and schools in artisanal production of cosmetics chalk , toilet paper, arts and crafts and vocational skills. 2. Establish and train women, female youth' groups and, production committees in cooperative production, marketing and use of ICT. 3. Mobilize resources for production machinery (for cosmetics, cookery, chalk, arts and crafts, toilet paper)

Key Priority Area B: WASH

Strategic Goal B	Improved access to water, sanitation and hygiene through diversified technologies
Strategic Objective B1 Water	Women and female youth take a lead role to increase access to clean and safe water at households, communities and schools
Outcome B1.1	Increased functionality of water sources.
Outcome B1.2	Improved capacities of WASH & WUCS to manage water sources.
Outcome B1.3	Increased awareness on importance of safe water and hygiene.
Outcome B1.4	Increased women's engagement in the management of access to water.
Outcome B1.5	Improved skills of the hand pump, bore hole mechanics & water masons.
Strategic Approaches B1	<ul style="list-style-type: none"> ● Adopt and promote innovative technologies in the production of safe and clean drinking water. ● Build capacities of women groups and water users in operation, maintenance and management of water sources. ● Build capacities of all Water User Committees members & WASH on their roles to manage water sources. ● Build capacities of women's groups, communities and children on safe water chain. ● Build capacity of hand pump, borehole mechanics & water masons in construction and maintenance of appropriate water facilities through training and exposure.
Key Activities B1	<ol style="list-style-type: none"> 1. Construct rainwater harvesting tanks, boreholes and water purification technologies 2. Conduct WASH trainings for groups, communities and children on good hygienic practices, use and adoption of improved WASH technologies. 3. Train WASH committees, WUC, and facilitate quarterly accountability meetings for WUC & WASH, 4. Train WASH committees in Art of Hosting, conduct WASH sensitization, community dialogues, promotional campaigns using sports, Music Dance and Drama, community drives, WASH messages on posters. 5. Train WAC in lobbying and advocacy and facilitate lobby & advocacy meetings for increasing access to water 6. Provide motorcycles for monitoring WASH activities 7. Train women masons in construction of tanks and bio sand filters and repair of shallow wells and boreholes 8. Equip water masons and mechanics with construction, tool kits and uniforms 9. Promote the work of masons and mechanics through adverts, promotional campaigns. 10. Celebrate WASH days annually in communities 11. Conduct community dialogues on gender and human rights, HIV AIDs, SRHR

Strategic Objective B2	Women and female youth take a lead role to improve hygiene and sanitation in households, communities and schools.
Sanitation	
Outcome B2.1	Increased access and use of appropriate sanitation technologies
Outcome B2.2	Improved operation and maintenance of sanitation facilities
Outcome B2.3	Improved sanitation practices and behaviors in schools
Outcome B2.4	Improved menstrual hygiene management in households, communities and schools
Outcome B2.5	Improved use and management of fecal matter
Strategic Approaches B2	<ul style="list-style-type: none"> · Support access and use of sanitation facilities in households, communities and schools. · Build capacities of local leaders, TUC and communities on their roles and responsibilities to access to sanitation · Collaborate and engage with school to promote hygiene and sanitation · Build capacities in schools and communities on menstrual hygiene management · Build capacities of communities to manage use of fecal matter
Key Activities B2	<ol style="list-style-type: none"> 1. Mobilize resources for communal, school and household sanitation facilities 2. Promote different hygiene and sanitation technologies in groups through exhibition and print media 3. Train women and female youths in the construction of appropriate sanitation technologies 4. Train TUC and their local leaders on their roles, responsibilities and monitoring sanitation facilities and practices. 5. Conduct community sanitation and menstrual hygiene dialogues in schools and communities 6. Establish and train school sanitation clubs, conduct exchange visits, WASH competitions, debates on sanitation and promotion using sports. 7. Mark and celebrate Sanitation and Toilet Day annually. 8. Fundraise for incinerators for schools and communities 9. Establish a seed fund to promote production of reusable sanitary towels in groups & schools 10. Conduct a market analysis on the use of fecal waste as manure and fundraise for fecal sludge treatment center 11. Train people on the treatment of fecal matter for use as manure and promotional campaigns on the uses of fecal sludge 12. Construct and promote use of latrines that convert fecal into biogas

Key Priority Area C: Education

Strategic Goal C	Increased access to primary education, literacy and adoption of knowledge, skills by women and female youth
Strategic Objective C1 Formal Education	Improved academic performance for pupils in primary education
Outcome C1.1	Increased enrolment and retention of pupils in UPE schools
Outcome C1.2	Improved performance of PTA and school management committees
Outcome C1.3	Increased engagement of children in extra-curricular activities
Outcome C1.4	Improvement performance of teachers in educating learners.
Strategic Approaches C1	<ul style="list-style-type: none"> ● Support improvement of infrastructures and services in schools. ● Build capacities of Parent Teacher Association (PTA), SMC and communities on their roles and responsibilities. ● Collaborate with school PTA and School Management Committees (SMC) to establish and strengthen co-curricular activities and clubs in schools ● Establish and train School Level Change Agents and Community Level Change Agents to improve the experience and quality of education in primary schools.
Key Activities C1	<ol style="list-style-type: none"> 1. Mobilize resources for construction and rehabilitation of schools, water and sanitation facilities. 2. Support advocacy to increase number of teachers and accommodation in schools 3. Mobilize resources for establishment of school gardens for production of school meals, micro enterprises, seeds and livestock in schools. 4. Mobilize resources for agricultural equipment's (hoes, pangas, watering cans) in schools 5. Conduct community dialogues on child protection and access to education, roles of PTA and SMC in communities 6. Build capacities and facilitate dialogues among the PTA and SMC in school 7. Support establishment of debating, agriculture, cookery and baking clubs in schools 8. Mobilize resources for access to and use of ICT learning materials in schools 9. Facilitate establishment of School Village Change Agent Committee (SVCAV), Train SVCAV, reproduce and disseminate 11 key educational promotional messages, reproduce training guides and handbooks 10. Mobilize resources for acquisition of mobile education van 11. Facilitate SVCAV to monitor and evaluate impact of the project

Strategic Objective C2 Non-Formal Education	Increased capacity of women to participate in social, economic and political decision-making processes
Outcome C2.1	Increased engagement of women in civil and political leadership.
Outcome C2.2	Increased awareness on human rights.
Outcome C2.3	Increased women's confidence and self-esteem.
Outcome C2.4	Improved participation of women in groups' decision-making processes.
Outcome C2.5	Increased awareness on gender and gender roles.
Strategic Approaches C2	<ul style="list-style-type: none"> ● Build capacities of women and female youth in groups on good governance. ● Build knowledge of women, female youth in groups and communities on human rights. ● Build knowledge of women, female youths in groups and communities on gender.
Key Activities C2	<ol style="list-style-type: none"> 1. Train women groups in good governance, leadership skills and human rights 2. Establish and train Women Advocacy Committees (WAC) in advocacy and lobbying. 3. Conduct Human rights community dialogues and use music dance and drama to create awareness on human rights. 4. Train women groups in team work, leadership, conflict and conflict management. 5. Conduct paired exchange visits among women groups to improve groups performance 6. Establish and train adult literacy training committees on functional adult literacy and digital literacy for women and female youths. 7. Mobilize resources for access of computer and smart tablets or phones for group leaders. 8. Train women groups, WAC, and conduct community dialogues in gender and gender roles 9. Mark and celebrate Women's Day annually.

Key Priority Area D: Environment

Strategic Goal D	Increased mitigation and adaptation to climate change
Strategic Objective D1	Increased rehabilitation of the environment and ecosystems
Outcome D1.1	Increased adoption to environment conservation practices
Outcome D1.2	Increased use of renewable energy from diversified sources by women and female youth.
Outcome D1.3	Improved waste management by Waste Collection Management Committees (WCMC)
Outcome D1.4	Increased application of agroecology farming practices
Outcome D1.5	Reduced pollution of Lake Victoria
Strategic Approaches D1	<ul style="list-style-type: none"> ● Build awareness on environment conservation and restoration among women groups and the communities ● Support access and build capacity to use renewable sources of energy and technologies among women and female youth groups ● Support access to knowledge and equipment in waste management for women and female youth in groups.
Key Activities D1	<ol style="list-style-type: none"> 1. Train women groups on land, soil and water conservation practices 2. Conduct promotional campaigns in communities and schools on tree planting, sensitization on water pollution and plastic waste 3. Train women groups, female youth and bio gas masons on generation and use of biogas 4. Mobilize resources for construction of biogas plants, solar fish processing plants and lighting 5. Establish and train women waste management committees on refuse, reduce, reuse, repurpose and recycle in women groups. 6. Mobilize resources to support production of tree seedlings in schools and in communities 7. Use music dance and drama to train on waste management in communities 8. Mobilize resources for acquisition of waste bins, briquette machines for women group

Key Priority Area E: Institutional Development

Strategic Goal E

Strengthened capacity of KWDT to fulfil its mandate more effectively and efficiently

E1: Monitoring Evaluation and Learning (MEAL)

Strategic Objective E1	Strengthened KWDT Monitoring Evaluation and Learning (MEAL) System
Outcome E1.1	Enhanced staff capacity to monitor and evaluate programs
Outcome E1.2	Enhanced M&E Framework
Strategic Approaches E1	Review M&E system and build capacity of staff and women group committees in the application of the monitoring system
Key Activities E1	<ol style="list-style-type: none"> 1. Revise a monitoring, evaluation mechanism 2. Train KWDT staff, group leadership and group committees in usage of monitoring and evaluation system

Institutional Visibility

Strategic Objective E2	Increased visibility and understanding of KWDT programmes by stakeholders
Outcome E2.1	Improved communication strategy for KWDT
Outcome E2.2	Increased adoption of KWDT programmes and procedures by groups and target communities
Outcome E2.3	Improved networking and collaboration among women groups and external stakeholders
Strategic Approaches E2	<ul style="list-style-type: none"> ● Promote KWDT through print and online channels ● Streamline and standardize internal communication with women and female youth groups ● Establish and enhance partnership and liaise with other non-government organizations, government and private sector ● Develop communication strategy ● Develop and orient KWDT staff on implementation of standardized internal communication procedures and tools
Key Activities E2	<ol style="list-style-type: none"> 1. Develop, produce and disseminate communication and visibility materials 2. Trainings for staff in the use of digital platforms for communication 3. Review and update KWDT website 4. Participate and utilize external events to disseminate KWDT materials 5. Subscribe to relevant networks and associations 6. Conduct campaign to recruit female youth in women groups bi-annually 7. Mobilize resources to complete construction of KWDT training centre

Resource mobilization	
Strategic Objective E3	Increased organizational resource mobilization
Outcome E3.1	Increased pool of resources for KWDT programs
Outcome E3.2	Improved skills in resource mobilization for KWDT
Strategic Approaches E3	Establish a resource mobilization department
Key Activities E3	<ol style="list-style-type: none"> 1. Develop organizational budget 2. Develop a resource mobilization strategy 3. Train KWDT staff in resource mobilization
Women Groups	
Strategic Objective E4	Increased adherence to roles and responsibilities
Outcome E4.1	Improved service delivery by women groups and committees
Outcome E4.2	Improved self-reliance and self-management by all groups and committees
Strategic Approaches E4	Build capacities of groups' committees on use of policy documents.
Key Activities E4	<ol style="list-style-type: none"> 1. Conduct exchange visits for women group members 2. Review, translate and disseminate terms of reference for groups committees 3. Train groups committees on terms of reference for each committee

Staff development	
Strategic Objective E5	Enhanced staff skills and competencies
Outcome E5.1	Improved service to KWDT groups and communities
Outcome E5.2	Improved internal coordination and collaboration
Strategic Approaches E5	Improved skills and competencies of KWDT through education
Key Activities E5	<ol style="list-style-type: none"> 1. Review and update policy documents 2. Mobilize resources to train KWDT staff in digital literacy 3. Establish a capacity building strategy for KWDT staff 4. Establish an education loan fund for KWDT staff 5. Facilitate exchange visits for KWDT staff 6. Engage consultant to improve KWDT staff work flow 7. Conduct appraisals annually
Microcredit	
Strategic Objective E6	Increased access to capital for development, for women and female youths
Outcome E6.1	Increased funding towards the micro credit program
Outcome E6.2	Increased performance of loan committees
Outcome E6.3	Increased repayment of loans
Outcome E6.4	Efficient disaster and risk management
Outcome E6.6	Increased knowledge on use of digital financial platforms
Strategic Approaches E6	<ul style="list-style-type: none"> ● Identify potential partners to support and scale up of the micro credit program ● Build capacities of loan committees ● Build capacities of women and female youth in groups in business skills and entrepreneurship ● Support women and female youths to mitigate risks to their businesses ● Build knowledge of women and female youth on financial digital literacy
Key Activities E6	<ol style="list-style-type: none"> 1. Mobilize resources to scale up a micro credit program 2. Train loan committees, women groups in microfinancing and monitoring micro businesses 3. Train women in entrepreneurship, financial digital literacy, insurance of businesses against disasters and disaster and risk management 4. Establish and train disaster and disaster risk management committees, conduct community dialogue on DRM in communities.

5.4. Budget

In order to pay equal attention to all 5 priority areas; Economic Empowerment, WASH, Education, Environment and institutional development, a set of activities have been identified for implementation so as to achieve the identified strategic objective for each priority area for the years 2022 – 2026.

Priority Area A Economic empowerment	2022	2023	2024	2025	2026
Strategic Goal A: Increased women's engagement in productive and viable income generating activities					
Strategic Objective A1 Increased women's income from legal fisheries businesses	157,226,500 \$39,915	187,226,500 \$47,513	177,226,500 \$44,993	177,226,500 \$44,993	177,226,500 \$44,993
Strategic Objective A2 Increased income and food security for women households and schools	66,300,000 \$16,832	161,860,000 \$41,092	99,360,000 \$25,225	311,860,000 \$79,172	177,360,000 \$45,027
Strategic Objective A3 Increased incomes for women and female youth from diversified micro business organized in cooperatives	25,732,800 \$6,533	25,732,800 \$6,533	25,732,800 \$6,533	93,482,800 \$23,733	25,732,800 \$6,533
Total for Str. Goal A per year	249,259,300 \$63,280	374,819,300 \$95,156	302,319,300 \$76,750	582,569,300 \$147,898	380,319,300 \$96,552
Grand total for Goal A for 2022-2026					1,889,286,500 \$479,636

Priority Area B WASH	2022	2023	2024	2025	2026
Strategic Goal B: Improved access to water, sanitation and hygiene through diversified technologies					
Strategic Objective B1 Women take a lead role to increase access to clean and safe water at households, communities and schools	217,595,000 \$55,241	165,845,000 \$42,103	243,845,000 \$61,905	156,095,000 \$39,628	165,885,000 \$42,103
Strategic Objective B2 Women take a lead role to improve hygiene and sanitation at household and communities and schools.	143,400,000 \$36,405	198,400,000 \$50,368	243,400,000 \$61,792	198,400,000 \$50,368	193,400,000 \$49,099
Total for Str. Goal B per year	360,995,000 \$91,646	364,245,000 \$92,471	487,245,000 \$123,698	354,495,000 \$89,996	359,245,000 \$91,202
Grand total for Goal B for 2022-2026					1,926,225,000 \$489,013

Priority Area C: Education	2022	2023	2024	2025	2026
Strategic Goal C: Increased access to primary education, literacy and adoption of knowledge, skills by women and female youth					
Strategic Objective C1 Improved academic performance for pupils in primary education	282,619,500 \$71,749	359,259,500 \$91,206	313,219,500 \$79,518	299,259,500 \$75,973	523,219,500 \$132,831
Strategic Objective C2 Increased capacity of women to participate in social, economic and political decision-making processes	128,995,000 \$32,748	154,495,000 \$39,222	154,495,000 \$39,222	128,995,000 \$32,748	128,995,000 \$32,222
Total for Str. Goal C per year	411,614,500 \$104,497	513,754,500 \$130,428	467,714,500 \$118,739	428,254,500 \$108,722	677,714,500 \$172,052
Grand total for Goal C for 2022-2026					2,499,052,500 \$634,438

Priority Area D: Environment	2022	2023	2024	2025	2026
Strategic Goal D: Increased mitigation and adaption to climate change					
Strategic Objective D1 Increased rehabilitation of the environment and ecosystems	206,970,000 \$52,544	206,970,000 \$52,544	206,970,000 \$52,544	206,970,000 \$52,544	206,970,000 \$52,544
Total for Str. Goal D per year	206,970,000 \$52,544	206,970,000 \$52,544	206,970,000 \$52,544	206,970,000 \$52,544	206,970,000 \$52,544
Grand total for Goal D for 2022-2026					1,062,850,000 \$269,827

Priority Area E: Institutional Development	2022	2023	2024	2025	2026
Strategic Goal E: Strengthened capacity of KWDT to fulfil its mandate more effectively and efficiently					
Strategic Objective E1 Strengthened KWDT Monitoring, Evaluation and Learning (MEAL) System	14,774,000 \$3,751	8,650,000 \$2196	8,650,000 \$2196	8,650,000 \$2196	8,650,000 \$2196
Strategic Objective E2 Increased visibility and understanding of KWDT programmes by stakeholders	6,000,000 \$1,523	13,000,000 \$3,300	6,000,000 \$1,523	13,000,000 \$3,300	6,000,000 \$1,523
Strategic Objective E3 Increased organizational resource mobilization	3,000,000 \$762		3,000,000 \$762		3,000,000 \$762
Strategic Objective E4 Increased adherence to roles and responsibilities	13,040,000 \$3,310	13,040,000 \$3,310	28,040,000 \$7,119	13,040,000 \$3,310	13,040,000 \$3,310
Strategic Objective E5 Enhanced staff skills and competencies	20,000,000 \$5,077	20,000,000 \$5,077	18,000,000 \$4,570	18,000,000 \$4,570	18,000,000 \$4,570
Strategic Objective E6 Microcredit	116,440,000 \$29,561	116,440,000 \$29,561	116,440,000 \$29,561	116,440,000 \$29,561	116,440,000 \$29,561
Total for Str. Goal E per year	173,254,000 \$43,984	171,130,000 \$43,445	180,130,000 \$45,730	169,130,000 \$42,937	165,130,000 \$41,922
Grand total for Goal E for 2022-2026					858,774,000 \$218,018

Administrative and Crosscutting Costs	2022	2023	2024	2025	2026
Mainstreaming	44,660,000 \$11,338	68,450,000 \$17,378	44,660,000 \$11,338	68,450,000 \$17,378	68,450,000 \$17,378
Monitoring	21,248,000 \$5,394	21,248,000 \$5,394	21,248,000 \$5,394	21,248,000 \$5,394	21,248,000 \$5,394
Overhead costs	353,360,000 \$89,708	353,360,000 \$89,708	353,360,000 \$89,708	353,360,000 \$89,708	353,360,000 \$89,708
Human resource	476,400,000 \$120,944	476,400,000 \$120,944	476,400,000 \$120,944	476,400,000 \$120,944	476,400,000 \$120,944
Total for Administrative and crosscutting costs per year	895,668,000 \$227,385	919,458,000 \$233,424	895,668,000 \$227,385	919,458,000 \$233,424	919,458,000 \$233,424
Grand total for Administrative and crosscutting costs for 2022-2026					4,549,710,000 \$1,155,042

5.5 Resource Mobilisation Plan

To successfully implement the strategic plan, KWDT will strategically mobilise the resources needed using the following five approaches. A separate full-fledged resource mobilisation strategy is elaborating the approaches further, guiding KWDT's resource mobilisation interventions and setting clear targets and goals.

1.

Partner engagement

KWDT will identify and engage with international, national and local partners supporting NGOs. KWDT will not limit itself to the traditional development partners but additionally engage with newly emerging players such as private companies utilising their Corporate Social Responsibility (CSR) initiatives and others. KWDT will engage with existing and new partners through in round table meetings and will seek to meet them at their offices or any emerging event. KWDT will as a team jointly develop concept notes and proposals and for submission to potential partners.

2.

Digital marketing

To capitalize on the digital space, KWDT will increasingly use social media and digital platforms to share reports and achievements to enhance resource mobilization. The website shall be updated on a regular basis and made interactive to engage the audience. Additionally, online crowd funding platforms will be used to raise funds for a specific purpose.

3.

Networking and Visibility

To widen our network and increase our visibility, KWDT will continue to engage in international and national networks and engage in new networks. Engaging with those networks will additionally broaden our understanding on our key priority areas and on current trends. KWDT will also seek to participate in various international and national events that focus on our key priority areas. Such events will be used to communicate on KWDT's achievements by using various visibility materials. Additionally, KWDT will mark and celebrate national and international days on all the thematic areas of intervention and enhance feedback to beneficiaries, stakeholders and partners.

4.

Internal generation

KWDT will continue to expand to generate funds using a business approach. By enhancing women access to credit and resources under the revolving schemes, interests generated will finance further interventions and expand the program, operation costs and overheads. Additionally, to capitalise on the products produced by women, and women skills in construction of WASH facilities, KWDT will seek to increase the markets for these products and services as a source of income. KWDT will seek to rent out the venue at the centre for social events, businesses to generate income.

5.


Allocate team for resource mobilization and build capacities

KWDT will establish a resource mobilization department that will work as a team to sustain resource mobilisation to support the work of KWDT. The team will be trained with resource mobilisation skills including communication, use of digital platforms, social media, and documentation to enhance sharing of key information that will interest new partners. Learning for KWDT staff will be enhanced through conducting exchange visits with other non-governmental organisations.



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